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13. ABSTRACT (Maximum 200 words)  This document describes the DLA Office of Policy and Plans TQM implementing plan. The Office of Policy and Plans is approaching TQM implementation in two dimensions. The Office will ensure that Agency-wide programs reflect the TQM philosophy and produce tangible results. Within this Office, implementation will focus on process improvement.					
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## Office of Policy and Plans (DLA-L)

### Initial TQM Implementing Plan

#### BACKGROUND.

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The DLA Total Quality Management Master Plan was published in January, 1989. The Director, DLA, in his letter of 6 February 1989 to the Assistant Director, Office of Policy and Plans, tasked this office with development of a TQM Implementing Plan. Our plan reflects our actions and will provide the PLFAs with the functional perspective necessary for their plans to embody the points we consider essential.

#### CONCEPTS.

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The integrative approach described in the DLA TQM Master Plan will be used in implementation of Total Quality Management concepts in those functions for which we have responsibility.

The Office of Policy and Plans is approaching TQM implementation in two dimensions:

a. Programmatic: This office has agency-wide program responsibilities in several areas. Our primary concern is that those functions reflect our commitment to the TQM philosophy, and that tangible results of the application of that philosophy within these programs will occur. For example, the agency strategic planning processes and products already reflect the TQM philosophy and include specific objectives relating to agency implementation of TQM.

b. Process Improvement: Within this office are many processes. These processes exist because of mission assignments, functional responsibilities, policy and procedure developed to carry out those responsibilities, and regulations, policy statements and other guidance designed to communicate with our "vendors" and customers. These processes and the policies which often drive such processes are under continual review and will be amenable to the tools provided by TQM.

## METHODOLOGY.

Three sets of actions are identified in this plan as the steps required for initial implementation of TQM within this office:

- Training
- Planning
- Process Improvement

### DLA-L TQM IMPLEMENTING PLAN Methodology

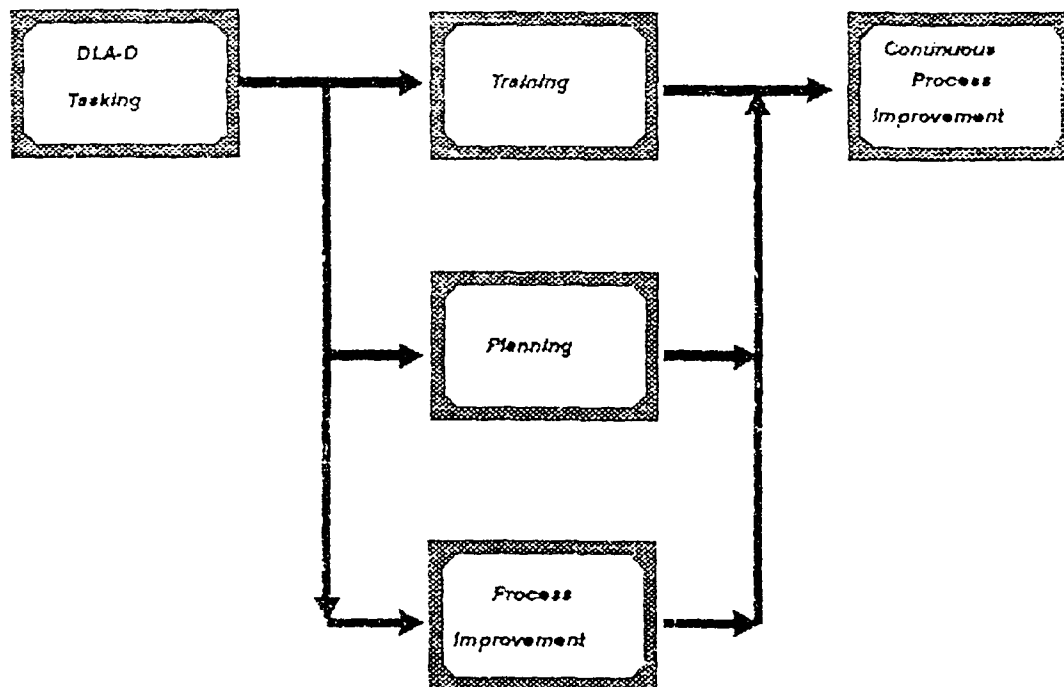


Figure 1

## Training.

While the Assistant Director and the office DLA TQM Working Group representative have received appropriate TQM training, this plan depicts a comprehensive approach to facilitator, management and employee training using the courses and materials to be developed by the Office of Civilian Personnel/Defense Systems Management College.

Each Division/Management Support Activity within the Office of Policy and Plans has designated a representative to participate in the development of this plan. These representatives will be confirmed as facilitators for each of their respective organizations and will be scheduled for facilitator training as DSMC announces course dates.

Managers/supervisors within the Office of Policy and Plans will also be scheduled for TQM orientation or training as those classes are developed and scheduled. In the interim, we have availed ourselves of a number of training opportunities which have presented themselves, including the Deming seminar and various symposia. Materials from these training sessions have been reproduced and distributed within the office.

Employee orientation and training will be coordinated and/or delivered by the Division/MSA facilitator.

## Planning.

This is an initial planning document. It has been developed using the DLA Master Plan, policy set by the TQM Executive Steering Committee and the TQM Executive Working Group, and the participation and input of each of the organizations within the Office of Policy and Plans. This plan represents a milestone in the planning process rather than a final

product. This plan will be reviewed when training has been completed and initial Process Action Teams established to examine specific subjects.

### Process Improvement

The Division Manager and Facilitator will manage process improvement for the functions and processes within the control of their organization. Process Action Team(s) will be established to examine specific processes as appropriate. The Division Manager will be accountable to the Assistant Director for the conduct and results of process improvement activities within their organization.

### CORE DLA-L TQM GOALS

Train the Policy and Plans workforce.

Institutionalize the TQM philosophy.

Initiate process improvement techniques.

### DIVISION/OFFICE INITIATIVES

Support TQM initiatives through the Strategic Plan and Conceptual Functional Requirements, processes, and documents. The DLA Strategic Plan and the Conceptual Functional Requirements have two major functions; to determine DLA Goals and Objectives; and to set up, implementing means, strategies, and tasks, of reaching these goals and objectives.

**TASKS:** Core TQM Master Plan Goals of the TQM Master Plan will be scoped tasks under already existing strategies in the DLA Strategic Plan, or as new strategies and tasks within the plan, to implement major

initiatives of the TQM Master Plan and Field Activities Initiatives, will be a source of strategies and tasks for HQ DLA and PLFA Strategic Plan implementation. Upon completion of these strategies and tasks, a structure will have been put in place to allow movement toward institutionalization of the TQM process.

Establish a Strategic Planning Logistics Roundtable as a means of setting the environment conducive to process and policy change. Strategic Planning Roundtables are intended to acquaint and involve DLA personnel at all levels in all DLA elements with current and proposed policies, processes, and initiatives.

**TASKS:** Presentations will be made by members of the DLA community, including representatives from the Services, industry, and academia. These roundtables will be managed by DLA-LL in conjunction with the members of the Strategic Planning Functional Panel and the Strategic Businesses. The DLA Strategic Plan deals with measurable, accountable strategies and tasks which can be tracked to completion. Presently, a complete review of the DLA Strategic Plan is being undertaken. The first step is to ensure that the content of the plan is sufficient to support the Agencies Goals and Objectives. The next step is to quantify the Objectives, Strategies, and Tasks to ensure that they are measurable and achievable. In this process, teams from the Strategic Businesses will visit all of the Primary Level Field Activities to initiate similar reviews. The result of this process will be the establishment of an effective review structure for strategic planning throughout the Agency.

Support PSE/PLFA process improvement efforts with operations research and economic analysis to ensure facts and information are available to decision makers.

**TASKS:** As PSE/PLFAs begin to exercise TQM and establish process action teams in their functional areas, Operations Research and Economic Analysis (OR/EA), personnel will continue to be available to assist with operations research and other analytic tools. Areas where they can assist are in evaluating proposed process changes, establishing measures and measurement points, and in the use of statistical tools. Periodically, information will be circulated to PSE/PLFA TQM focal points, informing them of services available.

Establish a Special Process Action Review Committee (SPARC) to support and improve DLA Mobilization Planning. The Mobilization SPARC will serve as the Agency focal group to ensure TQM principles and techniques are applied throughout the Mobilization planning process. The Mobilization SPARC will be comprised of key players within the DLA mobilization community, to include DLA-A, G, O, P, S, and selected PLFAs such as DPSC, DIPEC, and DNSC. The SPARC will operate under the leadership of DLA-LC.

TASKS: Convene meeting to establish Mobilization SPARC (Sep 89); establish charter, define objectives, membership, and projects (Oct 89); review/ evaluate problems surfaced during Mobilization Exercise (Nov 89); establish projects to correct exercise deficiencies (Dec 89).

Implement and actively support a continuous process improvement program for the DLA Basic Emergency Plan (BEP). The DLA BEP is an Agency document designed to allow all DLA activities to plan for and respond to a wide range of contingencies. The DLA BEP is under constant review and changed as required to implement DoD directives or update planning guidance. All PLFAs and PSEs contribute to the review process and TQM practices that encourage change, identify opportunities for improvement, and those that simulate innovative ideas much be encouraged and closely monitored. TQM actions of this type will ensure the BEP accomplishes its basic purpose.

TASKS: HQ publish DLA BEP Revision (Jul 89); update BEP/DEFCON Action Officer Directory (Sep 89/90/91); PLFAs publish implementing FABEPs (Jan-Jul 90); commence continuous review of DLA BEP (Aug 89).

Develop and Support an active PSE/PLFA Exercise Program: The Joint Chiefs of Staff sponsor Command Post Exercises (CPX) to improve the capability of participants to respond to crisis, contingency, and general war situations. DLA participates, on the average, in two exercises a year. TQM techniques and tools can easily be applied to the DLA Exercise Program in that they will help ensure planning and goal setting, promoting improvement, stipulating, and resource optimization by all exercise participants.

**TASKS:** Each exercise DLA participates in has a detailed timeline for review and execution of the functions identified above. Each milestone must be reviewed to ensure TQM principles, techniques, and tools are considered.

Achievement of a clear organization management system which provides flexibility, a strong sense of continuity, stability, process control of organizational change, clear and effective direction, and reflects a commitment to individual and organizational excellence and quality.

**TASKS:** Develop and implement changes to the Organization Modeling Programs (OMP) which will enhance the utility of those programs as management information, design tools, and decision support system (Dec 89). Inventory, analyze, and revise organization policies to establish an integrated policy framework for the management of organization change.

## TIME LINE

### **DLA-L TQM IMPLEMENTING PLAN**

#### *Time Line of Major Events*

